

Executive Summary

ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The Consolidated Plan serves as a planning document meeting the federal government statutory requirements in 24 CFR 91.200-91.230, with revisions for preparing a Consolidated Plan and guiding the use of CDBG, HOME, HOPWA, and ESG funding based on applications to the U.S. Department of HUD. The major sections of the Consolidated Plan include a Housing Market Analysis, Housing and Homeless Needs Assessment, 5-year Strategic Plan, a 1-year Action Plan, and Consultation and Citizen Participation, with accompanying documentation relating to public comment. The Strategic Plan addresses specific needs that were identified in the data analysis, with specific goals and program targets for each category designated for funding. The Action Plan is a subset of the Strategic Plan, addressing funding options for the next fiscal year. The Consolidated Plan can be used by organizations in the community as a guide for identifying activities through which they can help the jurisdiction reach their housing and community development goals. The Consolidated Plan also serves as the baseline for measuring program effectiveness, as reported in the Consolidated Annual Performance and Evaluation Report (CAPER) required by HUD for each fiscal year funding allocation.

Incorporated into the Consolidated Plan are an analysis of the local housing market and a review of housing and homeless needs in Shreveport as a means of defining the current environment in which federal funding is being used. The Consolidated Plan provides a strategic plan for meeting priority needs that were identified through the community participation process. The analytical parts of the document draw from the 2005-2009 and the 2007-2011 American Community Surveys and 2005 CHAS data provided by HUD. Other data sources include the 2010 U.S. Census and other information gathered locally, including the Shreveport Continuum of Care and a survey of citizens that was used to assist in prioritizing needs. The survey was available on the City website and was distributed at community meetings. Public housing information was provided by the Shreveport Housing Authority.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment

Overview

This Consolidated Plan contains a range of goals, objectives, and outcomes formulated to address needs identified for homelessness, other special needs, affordable housing, non-housing community development, barriers to affordable housing, lead-based paint hazards, institutional structure, and coordination. These objectives include: Continue to collaborate with homeless providers to supply a continuum of services. Support services aimed at the prevention and elimination of homelessness. Support permanent supportive housing units available to homeless populations. Increase the viability for potential homeownership opportunities. Increase the number of newly constructed homes available on the affordable housing market in Shreveport. Improve the condition of housing for low-income renters and home owners through regulatory changes. Strengthen the capacity of non-profit and faith based housing developers to build affordable housing. Support a public facility project in the CDBG targeted areas of Shreveport or an underdeveloped area. Alleviate the dangerous eyesores in the neighborhood, and make vacant property more attractive, safer and secure. Expand job creation opportunities by supporting businesses and individuals engaged in economic development activities. Create increased access financing for small businesses. Expand Small Business Technical Assistance Programs. Help restore the quality of life and housing conditions in low income neighborhoods. Increase the livability of the citizens by becoming a healthy and active community. These goals are supported by a collection of associated objectives and performance goals. These objectives seek to work toward meeting the goals stated, addressing the need for more affordable housing, housing rehabilitation, public facilities and infrastructure improvements, and social services. Specifics can be found in the Strategic Plan and Annual Action Plan.

3. Evaluation of past performance

4. Summary of citizen participation process and consultation process

The Citizen Participation Plan (CPP) was adapted for development of the 2014-2018 Consolidated Plan from the plan created in 2004 for the 2005-2009 Consolidated Plan and adapted for the most recent five-year plan (2009-2013). The CPP provides details for public notice for all meetings and the various stages of Consolidated Plan development, public hearings before the citizens of Shreveport and City Council, accommodations for persons with disabilities, and the conduct of public review of draft documents. In addition to public hearings as a means of receiving comment from the public in front of the Mayor and City Council, City staff held community meetings to provide citizens with information concerning the availability of Community Development Block Grant, HOME, and Emergency Solutions Grant funds and to incorporate their comments into the planning process. These included five technical assistance workshops which were held during the day or evening at community centers and one meeting held at City Hall for housing, homeless, and disability service providers. A survey to establish a community involvement process for prioritizing needs was distributed among workshop attendees and other interested individuals and was also posted on the City's website for enumeration online. Additional interviews were conducted with representatives of the housing and banking industry, non-profit organizations, and the community to further explore community needs and concerns.

5. Summary of public comments

6. Summary of comments or views not accepted and the reasons for not accepting them

7. Summary

The Process

PR-05 Lead & Responsible Agencies 24 CFR 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Nam	Department/Agency
Lead Agency	SHREVEPORT	

Table 1 – Responsible Agencies

Narrative

The lead agency for the development of the Consolidated Plan is the Community Development Department of the City of Shreveport. The Department has contracted with the consulting firm of J- QUAD Planning Group, who also lead the City through the writing of the last two five-year Consolidated Plans and Analyses of Impediments to Fair Housing Choice. The City and J-QUAD also consulted with a number of other agencies including the Shreveport Housing Authority, the City's Community Housing Development Organizations (CHDOs), and the agencies involved in the local Continuum of Care to address homelessness.

Consolidated Plan Public Contact Information

Ms. Bonnie Moore, Director

401 Texas St.

Shreveport, LA

71101

Bonnie.Moore@shreveportla.gov

318-673-5900

PR-10 Consultation - 91.100, 91.200(b), 91.215(l)

1. Introduction

The City of Shreveport works with a wide variety of agencies, organizations, and service providers in an effort to bring various viewpoints to bear in the identification of local housing and service needs. Ongoing relationships focused on specific needs and targeted meetings designed to bring public input into the Consolidated Plan process are two of the ways that the City utilizes outside organizations in the consultation process.

Summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies

The City has ongoing relationships with a number of housing providers (CHDOs) working on housing development activities. The CHDO system provides a forum for assisting these agencies grow and meet their own targeted clientel. The City also works closely with the Housing Authority of Shreveport which organizes resources from the federal government to address the housing needs of the City's lowest income households. Through the Continuum of Care process, the City maintains relationships with mental health providers, homeless shelter and services providers, and other governmental agencies with specific responsibilities for homeless individuals and families. The City also participates in a variety of other coalitions that seek to address other issues that relate to housing and service needs.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

City staff works actively with HOPE for the Homeless, the local umbrella for the development of the Continuum of Care. Staff participate in regularly scheduled meetings and point-in-time surveys. In the past, the City has often brought CDBG resources to the table to supplement Continuum of Care initiatives and distributes Emergency Solutions Grant funding to the various agencies that make up the

membership of HOPE for the Homeless.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

Staff from the City of Shreveport participates in the development of the Continuum of Care, working with area service providers to include City resources, to the extent possible, in the provision of services to homeless individuals and families in Shreveport.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

1	Agency/Group/Organization	COMMUNITY SUPPORT PROGRAMS, INC.
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Anti-poverty
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas	Invited to participate in the Fair Housing and Consolidated Plan community forums.
2	Agency/Group/Organization	URBAN HOUSING OF AMERICA
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas	Invited to participate in the Fair Housing and Consolidated Plan community forums.
3	Agency/Group/Organization	GRACE PROJECT, INC.
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas	Invited to participate in the Fair Housing and Consolidated Plan community forums.
4	Agency/Group/Organization	The Fuller Center for Housing of America
	Agency/Group/Organization Type	Housing Services-Children Services-Persons with Disabilities Services-Health

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Families with children Non-Homeless Special Needs Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas	Invited to participate in the Fair Housing and Consolidated Plan community forums.
5	Agency/Group/Organization	SHREVEPORT URBAN RENAISSANCE
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Families with children Non-Homeless Special Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas	Invited to participate in the Fair Housing and Consolidated Plan community forums.
6	Agency/Group/Organization	HOPE for the Homeless
	Agency/Group/Organization Type	Services-homeless Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs -
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in the Fair Housing and Consolidated Plan community forums and consulted individually for input on homelessness sections

Table 2 – Agencies, groups, organizations who participated

Identify any Agency Types not consulted and provide rationale for not consulting

No specific organizations were intentionally left out of the public participation process.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the
Continuum of Care	HOPE for the Homeless	The Strategic Plan provides a set of goals for addressing homelessness, with are supported by HOPE for the
PHA 5-Year Plan	Shreveport Housing Authority	The 5-Year Plan addresses specific maintenance and planning needs of the Shreveport Housing Authority, which

Table 3 – Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I))

The City of Shreveport works closely with the Shreveport Housing Authority and departments of Caddo Parish government in the provision of programs to address local issues covered by the Consolidated Plan.

Narrative (optional):

The development of the Consolidated Plan and the component Strategic Plan and Annual Action Plan require the help of the local non-profit community and other organizations. Specific priorities are identified and ranked through that participation utilizing focus group sessions, forums, and surveys. The City relies on its ongoing relationships to ensure that these opinions and observations are incorporated into the Plan.

PR-15 Citizen Participation

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The Citizen Participation Plan provides policies and procedures that assure that the public has adequate notice and opportunities to provide input into the development of the Consolidated Plan and the Analysis of Impediments to Fair Housing Choice. Generally, it provides for appropriate notice prior to public meetings, accommodations for persons with disabilities, and specification of the number of meetings to be held. Conforming to the provisions of the Citizen Participation Plan, three AI focus group meetings and three Consolidated Plan Forums were held on March 27, 2013 at City of Shreveport Community Development Offices, 401 Texas Street, Shreveport, Louisiana 77011. The Public Hearing for City Council is scheduled for October 8, 2013, with a second hearing on October 22, 2013. The 30 day Public Comment Period is scheduled for October 08, 2013 thru November 08, 2013. A community survey was also distributed at the forums and focus group meetings and posted on the City's website for completion, tabulation, and consideration in the development of priorities relating to community needs.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Internet Outreach	Non-targeted/broad community	A total of 443 surveys were received from attendees to the forums and focus group meetings and through the online survey linked to the City's website. These responses provided City staff with direction in the prioritization of service needs for the allocation of CDBG funding.	No comments were included in the survey instrument. Questions were posed as ranking opportunities in the identification of local programmatic needs. City staff reviewed the results provided by the survey and developed a list of priorities to be included in the Consolidated Plan.	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Public Meeting	Non-targeted/broad community	Three fair housing focus group sessions and three Consolidated Plan forums were held at the City of Shreveport Community Development Offices on March 27, 2013. A wide variety of individuals and social service agencies were invited to participate in the events.	The focus group sessions identified a wide range of issues of concern to the attendees with regard to social and economic conditions, housing, public policy and awareness of fair housing, banking and mortgage lending issues, special needs housing, and public transportation. These comments are fully described in the Analysis of Impediments to Fair Housing Choice. The forums were designed to engage the public in discussions of program opportunities to addressing community service and housing needs.	All comments were accepted.	
Consolidated Plan		SHREVEPORT		12		

Table 4 – Citizen Participation Outreach

Needs Assessment

NA-05 Overview

Needs Assessment Overview

The needs assessment looks at a variety of housing, homeless, community development, and non-homeless special needs through an examination of census and CHAS data, which was created by the U.S. Census Bureau and the U.S. Department of Housing and Urban Development. These data qualify housing problems, such as overcrowding and cost burden, and measure the magnitude of special needs populations, such as the elderly, frail elderly, and persons with HIV/AIDS. As shown in the following analysis, cost burden (paying more than 30 percent of household income on housing expenses) and extreme cost burden (paying more than 50 percent of household income on housing expenses) has a considerable impact on households in Shreveport, particularly lower income households. Measures of housing condition (lack of complete kitchen or plumbing facilities) doesn't provide a very reliable measure of condition, though it represents the best, easily accessible data on the topic. Other needs are represented through public housing wait lists and various census and state data sources.

Strategic Plan

The City of Shreveport traditionally funds a variety of housing, community service, economic development, public improvement, community facility, and homeless service programs through the Community Development Block Grant, HOME Investment Partnership Program, and Emergency Solutions Grant. The Housing Market Analysis and Housing and Homeless Needs Assessment highlighted some areas where pressing needs are present in the community. The Strategic Plan provides a basis for funding decisions for FY 2009 and through FY 2013, the 5-year span of this Consolidated Plan.

Table 1, to the right, provides an overview of City funding priorities ranked by general category. More detailed tables are provided that breakdown these categories into more specific subcategories. These priorities were determined through a survey of the public, conducted utilizing surveys placed in the local

customer utility bills, surveys administered during Consolidated Plan public meetings and focus group sessions for the Fair Housing Impediment Analysis held in February and March 2008. Surveys were also completed by various constituencies involved in homelessness, senior and special needs services, health services, and youth services with the assistance of non-profit organizations during the same period. The highest priorities within categories are detailed in the tables below.

Table 1: Funding Priorities

Funding Category	Priority Rank
Housing	1
Economic Development	2
Homeless Facilities and Services	3
Public Improvements/ Economic Development Infrastructure	4
Public Services	5
Other Community Development needs	6

Priorities for Housing Assistance

Housing	Rank
Emergency Repair Assistance	1
Façade Improvements	2
Homeownership Assistance	3
New Construction and Land Acquisition for Affordable Housing and Home Ownership	4
Reconstruction	5

Priorities for Economic Development

Economic Development	Rank
Loans to Small Business, Micro Enterprise, Micro Credit Loans to Business	1
Loan Guarantee Interest Buy down	2
Technical Assistance and Training to Business	3
Incubators	4
Retail and other Economic Development Incentives	5

Priorities for Homeless Facilities and Services

Homeless Facilities and Services	Rank
Permanent Supportive Housing	1
Case Management	2
Emergency Shelters	3
Homeless Prevention	4
Transitional Housing	5

Priorities for Public Improvements

Public Improvements/Infrastructure	Rank
Public Facilities	1
Infrastructure for Housing and Economic Development	2
Historic Preservation of Buildings	3
Streetscape and Gateway Improvements	4

Priorities for Public Services

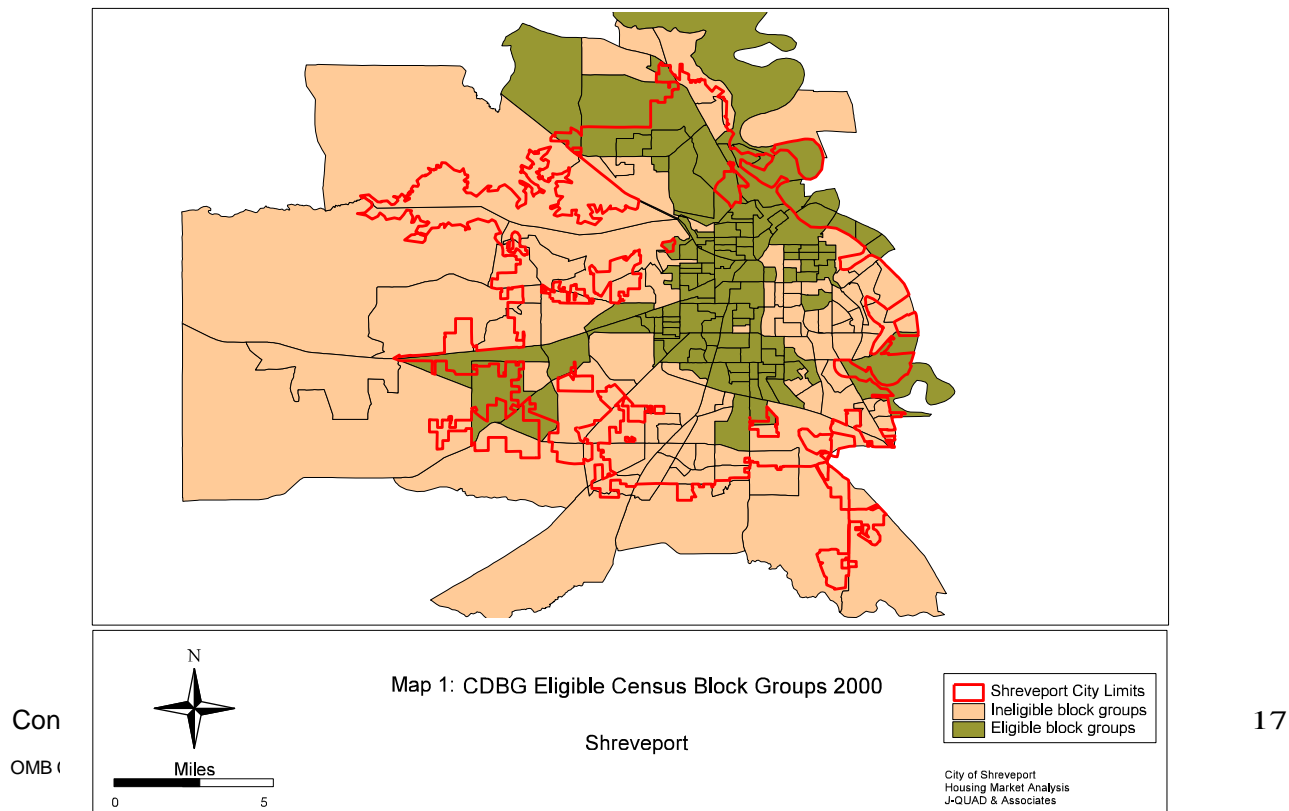
Public Services	Rank
Youth Services	1
Healthy Living Initiatives	2
Senior and Special Needs Services	3
Housing Counseling	4
Financial, Education, Training and Outreach	5
Substance Abuse and Mental Health Services	6

Other Community Development Needs

Other Needs	Rank
Lead-Based Paint	1
Energy Efficiency	2
Property Standards	3
Employment Training and Placement	4

The City of Shreveport will take advantage of any opportunity to secure additional federal and private funding for housing and community development activities through responses to Notices of Funding Availability issued by federal agencies, state agencies and through efforts to identify public/private partnerships with private non-profit and for-profit organizations. The City continuously looks for opportunities to leverage federal funding, extending the ability of the federally funded programs to impact community needs.

Priorities outlined within the plan were established based on the aforementioned survey of interested individuals which included representatives of non-profit organizations, business owners, and citizens, both homeowners and renters, coupled with needs established through a series of interviews with



Map 1: CDBG Eligible Block Groups

knowledgeable individuals, active in community development and social service program delivery. Preferences indicated through the survey were adapted to the relevant subcategories in the tables that follow. The methodology for the development of these tables will be discussed as each table is presented. Proposed accomplishments detailed in this plan represent project outcomes projected on a yearly basis.

Map 1, on the previous page, indicates those areas where the use of CDBG, HOME, and ESG funding will be concentrated. Boundaries for these areas are defined by census block groups. Using 2000 Census data, block groups have been identified based on having more than 51 percent of the population with a household income of less than 80 percent of the citywide median household income. It is within these areas that CDBG funding can be utilized under the “area benefit” provisions of the CDBG regulations. Grant funding under the “individual benefit” provision is available anywhere in the city where the individual household income meets the income guidelines of the program. Program guidelines are generally designed to offer assistance to individuals earning 80 percent or below the median household income based on household size.

Homelessness

Table 1B, on the page 64, was taken from the Northwest Louisiana Continuum of Care, as presented in the 2007 Supportive Housing Program grant application to the U.S. Department of Housing and Urban Development. As detailed in the Continuum of Care, the methodology for gathering the data included:

- An annual point-in-time survey of the homeless conducted by the Homeless Issues Partnership on January 30, 2007. The survey gathered information about the needs of the homeless and provided a head-count.
- The homeless coalition conducts an annual strategic planning meeting each spring to gather information from service providers to update the Current Inventory column of the table.
- The homeless coalition utilizes national statistics to assist in some areas of the needs estimates.

Prioritization of the needs was established through the survey conducted during the development of the Consolidated Plan. The survey was distributed at the homeless coalition meeting, as well as at other public meetings and interest groups. The results were tabulated and adapted to the table as presented in the Continuum of Care. Given the extent of the need, the low levels shown in the current inventory, demand for CDBG funding for other purposes, and the relatively small allocation available through the Emergency Solutions Grant program, all issues dealing with homelessness received at least a medium level of priority, with most receiving a high level. Addressing the full range of needs present in Shreveport will require an extensive expansion of funding available. Non-profit agencies operating in this arena are working to expand their own organizations' financial capacity, but systematic increases are needed as well.

Transitional housing provides temporary housing opportunities for homeless individuals and families. Residence at transitional housing facilities is limited, by HUD regulations, to 24 months. Supportive housing programs include support services in conjunction with housing.

Supportive housing is provided to persons in special needs categories where independent living arrangements are likely to be unsuccessful. These categories include the mentally ill, chronic substance abusers, and persons with HIV/AIDS. Beds available for both transitional and supportive housing are in short supply,)compared to the need as detailed in Table 1B.

Centerpoint, a non-profit organization in Shreveport, provided information on referrals received for homeless assistance during 2007 and for the first seven months of 2008. A record number of calls were received in 2007 resulting in approximately \$700,000 in assistance provided for emergency food and utilities, which were the most frequent assistance requests received.

Table 1A, to the right, provides a detailed account of requests received during both 2007 and 2008. The increase in request for assistance during 2007 and 2008 is largely attributable to increases in the homeless and “near” homeless due to hurricanes Katrina and Rita. The Louisiana Recovery Authority estimates approximately 30,607 households who owned homes at the time of the storm are scattered nationally, and currently qualified to receive replacement home benefits. An additional 28,000 households, who are ineligible for such benefits, remain displaced throughout Louisiana. Approximately 40.2 % of these ineligible households are currently residing in non - “GO ZONES” or areas not directly affected by the hurricanes, with major population centers such as Shreveport being home to many.

Table 1A – Top Needs by Dollars committed in 2007 and the first 7 months of 2008

Need based on Dollars Spent	2007	2008
Emergency Food	\$208,623	194,230
Rent Payment Assistance	181,128	230,383
Electric Bill Assistance	179,219	146,646
Gas Bill Assistance	130,530	103,175
Water Bill Assistance	19,415	32,146
Prescription (RX) Assistance	55,924	17,371
Clothing Assistance	47,632	28,063
Furniture Assistance	20,268	15,950
Utility Deposit Assistance	2,006	9,027

Source: Centerpoint, based on clients assisted in 2007 and 2008.

Table 1B
Homeless and Special Needs Populations

Continuum of Care: Housing Gap Analysis Chart

		Current Inventory	Under Development	Unmet Need/ Gap
Individuals				
Example	Emergency Shelter	100	40	26
Beds	Emergency Shelter	212	128	0
	Transitional Housing	420	9	0
	Permanent Supportive Housing	113	43	493
	Total	745	180	493
Persons in Families With Children				
Beds	Emergency Shelter	60	52	0
	Transitional Housing	283	0	0
	Permanent Supportive Housing	44	0	338
	Total	387	52	338

Continuum of Care: Homeless Population and Subpopulations Chart

Part 1: Homeless Population	Sheltered		Unsheltered	Total
	Emergency	Transitional		
Number of Families with Children (Family Households):	64	33	21	118
1. Number of Persons in Families with Children	181	101	71	353
2. Number of Single Individuals and Persons in Households without children	162	279	63	504
(Add Lines Numbered 1 & 2 Total Persons)	343	380	134	857
Part 2: Homeless Subpopulations	Sheltered		Unsheltered	Total
a. Chronically Homeless	52		26	78
b. Seriously Mentally Ill	168		25	193
c. Chronic Substance Abuse	245		26	271
d. Veterans	136		13	149
e. Persons with HIV/AIDS	8		6	14
f. Victims of Domestic Violence	66		5	71
g. Unaccompanied Youth (Under 18)	0		1	1

Homelessness

Goal: Facilitate an expansion of housing and supportive services offered to homeless families and individuals in Shreveport.

Objective 1: Continue to collaborate with homeless providers to supply a continuum of services.

Strategy 1.1: Support and encourage non-profit participation in a Homeless Management Information System (HMIS).

Performance Goal: Provide funding for licensing fee and collection of client data.

Objective 2: Support services aimed at the prevention and elimination of homelessness.

Strategy 2.1: Provide Emergency Solution Grant (ESG) funds to address the needs of homeless people in emergency or transitional shelters and to assist people to quickly regain stability in permanent housing after experiencing a housing crisis or homelessness.

Performance Goal: Assist 5,000 individuals.

Strategy 2.2: Provide Emergency Solutions Grant (ESG) funds for street outreach, emergency shelter, renovation of emergency shelter, homelessness prevention, housing relocation and stabilization services and short and/medium-term rental assistance, rapid re-housing assistance and home management information system (HMIS).

Performance Goal: Assist 50 programs.

Objective 3: Support transitional housing opportunities for homeless families, youth and individuals.

Strategy 3.1: Work with non-profit organizations to develop transitional housing projects, to be funded through the Supportive Housing Program and/or private fundraising efforts.

Performance Goal: Add 25 units to the transitional housing supply.

Objective 4: Support permanent supportive housing units available to homeless populations.

Strategy 4.1: Work with providers to develop additional permanent supportive housing units.

Performance Goal: Add 25 permanent supportive housing units.

The major obstacle in the production of additional shelter capacity, transitional housing, and permanent supportive housing is funding availability. Additional funding should be pursued through non-profit applications to foundations and corporations, with appropriate support provided by the City.

Funding for homeless programs in Shreveport is provided primarily through the Supportive Housing Program and the Emergency Solutions Grant. Non-profit service providers also access CDBG funding to cover expenses related to program delivery for various activities offered to homeless families and individuals.

Other Special Needs

The information provided and 2000 census data dealing with physically and mentally impaired indicate that there is significant need for special services. Trends established by 1980, 1990, and, 2000 indicate that the number will continue to increase significantly in the cases of elderly, frail elderly, physically and mentally impaired, and persons with HIV/ AIDS. An integrated network of social, educational, job training, health, food, and welfare assistance programs must be developed. Otherwise the continued increase needs among these population groups will place a considerable burden on the City and will further impact the City's efforts to effectively address affordable housing issues as well.

The survey conducted for the Consolidated Plan indicated that the Public Services category was the third highest community need. Within the category, all types of services received either High or Medium priority levels. High priorities included Child Care, Credit Counseling, Crime Awareness, Health Services, Senior Services, Services for the Disabled, Substance Abuse Treatment, Services for Victims of Domestic Abuse, and Youth Services. Several of these services directly address the needs of various Special Needs populations.

Elderly (High Priority)

Recent trends indicate that the elderly population will have a growth rate that is significantly higher than the population as a whole. As a result, demand for senior services, such as meal delivery and transportation, will increase. Shreveport has a network of providers that work in the area to provide Meals-on-Wheels and that offer transportation services (primarily for a small fee) to seniors. Additionally, seniors living on fixed incomes often encounter problems meeting expenses for utilities and prescription drugs. These financial considerations force seniors to sometimes make hard decisions between which bills to pay or they cut back their food budget to make ends meet, to the

detriment of their health. Typically, the elderly also have increased expenses related to health care, including the need for in-home assistance.

Frail Elderly (High Priority)

The 2000 U.S. Census indicates that 6,662 individuals over the age of 65 have two or more disabilities, some of which include self-care disabilities. More than half of these disabilities are reported as not including self-care disabilities. These data indicate that the need for services for this group is extensive and include most or all of the needs mentioned above for the elderly. The Consolidated Plan survey placed services for this group in the high priority category.

Severe Mental Illness only (High Priority)

According to the 2000 Census, the number of mentally disabled in the city is 1,690 for the age groups under 15. The population of mentally disabled for the age group 16 to 65 is 4,896 and 3,338 for the ages 65 and above. The mentally ill tend to be extremely impoverished. They typically are unable to work and are often not connected to entitlement programs. The non-homeless mentally ill need services such as outreach, medication, specialized crisis services, and, sometimes, substance abuse treatment. Some of these individuals are in genuine need of long-term care. The results of the Consolidated Plan survey and the shortage of community support services to meet the ever-increasing needs of the mentally has marked it as a high priority.

Developmentally Disabled (High Priority)

According to the 2000 census data, the number of developmentally disabled in the city is 324 for the age groups under 15. The population of disabled for the age group 16 to 65 is 2,748 and 3,221 for the ages 65 and above. The

Consolidated Plan survey has also placed services for the developmentally disabled in the high priority category.

Physically Disabled (High Priority)

According to the 2000 census data, the number of physically disabled in the city is 547 for the age groups under 15. The population of disabled for the age group 16 to 65 is 8,668 and 8,148 for the ages 65 and above. The physically disabled are experiencing problems with accessibility, both at home and in the community. Many have problems finding housing that meets their needs and can accommodate wheelchairs or other mobility enhancements. The Consolidated Plan survey conducted in preparation for this document indicated that services for this group should be a high priority.

Alcohol/Other Drug Addictions Only (Low Priority)

The National Institute on Alcohol Abuse and Alcoholism estimates the number of adult men and women with a drinking problem at 15 percent and that of adult women at 6 percent. These percentages applied to Shreveport would yield a population total of 20,408 persons. Alcohol and drug addicts would need extensive medical care and treatment, rehabilitation programs, and counseling/support groups to deal with their problems, as well as addressing unemployment and the resulting loss of income/insurance coverage due to their inability to perform job functions, and temporary assistance in meal preparation, housekeeping, and shopping (based upon the stage of the problem).

HIV/AIDS (Medium Priority)

HIV/AIDS services are provided by a relatively small number of organizations operating in Shreveport. The Louisiana HIV/AIDS Surveillance Report from 2006 indicates that 779 individuals are living with HIV/AIDS in Caddo Parish and

another 138 in Bossier Parish. The 2007 Continuum of Care indicates that there are only 50 beds in the Shreveport area dedicated to HIV/AIDS patients.

Other Special Needs

Goal: Evaluate upcoming needs related to the non-homeless special needs populations.

Strategies:

1. Provide funding for public services including youth and children services, senior and special needs services, workforce training, housing counseling, and health services.
2. Provide funding for organizations assisting persons with disabilities, including job training and housing assistance.
3. Provide funding for a wheelchair ramp program to address mobility issues for the physically disabled.
4. Expand access to healthcare to include substance abuse treatment and other services.

Affordable Housing

Table 2A, presented on the following page, establishes the priority need for housing in Shreveport. The priorities are based on survey results and the extent of the need identified in terms of number of households and income level. In all cases, lower-income households have a higher priority than higher-income households. The estimated number of units was derived from CHAS data presented in the 2000 Census data. Percentages reported in the CHAS data for households with any housing problems were used to determine the number from the totals reported by income group. As indicated previously, priorities were determined by a survey of providers and residents which was made available through public meetings and utility bills, and through consultation with City staff.

While the lowest income households are the highest priority on Table 2A above, responsibility for addressing the needs of this group are divided between the City and other organizations. The Shreveport Housing Authority provides public housing units and Section 8 Vouchers, primarily to address housing issues among very low-income households. Non-profit organizations also assume some of the responsibility for meeting these needs. The City's housing programs typically address the needs of low and medium income households looking toward realizing the dream of homeownership.

Several specific issues were identified through the Housing Market Analysis and other research conducted in preparation of this document. Some of these issues are addressed in this Strategic Plan.

Table 2A
Priority Housing Needs/Investment Plan Table

PRIORITY HOUSING NEEDS (households)		Priority		Unmet Need
Renter	Small Related	0-30%	High	2,350 households
		31-50%	Medium	1,592 households
		51-80%	Low	783 households
	Large Related	0-30%	High	950 households
		31-50%	Medium	495 households
		51-80%	Low	490 households
	Elderly	0-30%	High	900 households
		31-50%	Medium	595 households
		51-80%	Low	413 households
	All Other	0-30%	High	1,539 households
		31-50%	Medium	1,185 households
		51-80%	Low	255 households
Owner	Small Related	0-30%	High	916 households
		31-50%	Medium	764 households
		51-80%	Low	965 households
	Large Related	0-30%	High	198 households
		31-50%	Medium	425 households
		51-80%	Low	365 households
	Elderly	0-30%	High	1,211 households
		31-50%	Medium	596 households
		51-80%	Low	457 households
	All Other	0-30%	High	549 households
		31-50%	Medium	299 households
		51-80%	Low	443 households
Non-Homeless Special Needs	Elderly	0-80%	High	4,725 persons
	Frail Elderly	0-80%	High	6,662 persons
	Severe Mental Illness	0-80%	Medium	4,896 persons
	Physical Disability	0-80%	Medium	2,748 persons
	Developmental Disability	0-80%	Medium	1,400 persons
	Alcohol/Drug Abuse	0-80%	Low	6,400 persons
	HIV/AIDS	0-80%	Low	400 persons
	Victims of Domestic	0-80%	High	175 persons

The cost of a lot to build upon and attracting qualified builders are major factors facing the development of affordable housing. A ready source of inexpensive lots is needed to spur housing development. The City should continue funding for expropriation and property acquisition activities and providing funding to non-

profit development agencies, with missions aimed at converting expropriated lots and raw land into buildable lots and affordable housing. These agencies use CDBG, HOME and other funding to purchase land, develop housing and provide the infrastructure. Land is sometimes donated or acquired at a subsidized price utilizing these funding sources, thereby reducing the cost of development and / or allowing developers to pass that subsidy on to the buyer in the form of principle reduction in the purchase price. During the previous Consolidated Plan period, the City enacted a Revitalization Master Plan based on Parish Redevelopment Law RS: 4625 and began expropriating property in need of reclamation. The City also supported the chartering of a nonprofit agency that is charged with the responsibility of land acquisition and maintenance of vacant lots within established neighborhoods for inclusion in affordable housing programs. Expropriation and property acquisition efforts will be continued during the upcoming Consolidated Plan period to insure that vacant lots and raw land are available in support of affordable housing development initiatives.

Foreclosures and mortgage default rates have become a pressing issue across the country in recent years and impacts are being felt in Louisiana as well. Numerous web sites are providing numerical counts and locations for homes with foreclosure filings across the country and for jurisdictions in the State of Louisiana. HUD Houses.com, Foreclosures To Go.com and Realty Trac.com were compared and found to list of 1081, 1095, and 2190 foreclosure properties respectively in May 2008 for Shreveport and Caddo Parish. Foreclosures may also soon become an issue affecting properties that received financing from the City's CDBG and HOME programs. The City should work with homeowners and lenders to devise a process through which homeowners at risk of falling into default on their home mortgages can find a way to preserve their ownership positions.

Energy costs are becoming an increasing burden on homeowners and renters alike. Green building processes work to lessen that burden by creating new

housing units that are more energy efficient, thus requiring less each month to heat or cool individual units. The City should help to educate builders about green building processes and look toward promoting those processes in future development.

The City should also investigate the introduction of alternative housing types into the local market. Housing rehabilitation programs typically find that many applicants, particularly single occupant elderly households, are in over-housed conditions. This issue, which is discussed in the Housing Needs Assessment, means that the major rehabilitation of a unit occupied by an elderly person is disproportionately higher than the amount per person for the rehabilitation of a family occupied unit. Alternative replacement housing for elderly home owners applying for rehabilitation funding should be considered as a means of addressing their needs and maximizing the use of federal funding. This option could include the recycling of the elderly applicants' unit to provide affordable family housing. Alternative housing types include cottage or cluster housing and modular housing. Cottage housing is developed as a configuration of small housing units, clustered together and built for sale or rent to the elderly or special needs populations. Modular housing units are constructed utilizing pre-built housing components constructed in the factory and transported to the site for assembled on permanent foundations on residential lots. Nonprofit developers have had some success with modular housing and should continue to explore opportunities to cost effectively utilize both modular housing and cluster housing as a means of reducing housing cost. Both of these housing alternatives can present cost savings to the buyer and the program, as well as reduce the time necessary to build affordable housing units.

Affordable Housing

The following goals, objectives, and strategies were designed to address issues of housing availability and affordability.

Goal: Improve the condition and availability of affordable housing over a five-year period.

Objective 1: Improve the condition of housing for low-income homeowners.

Strategy 1.1: Provide emergency repairs to homeowners with urgent repair needs.

Performance Goal: Provide assistance for 100 housing units.

Strategy 1.2: Provide funding for reconstruction projects for low-income homeowners.

Performance Goal: Fund 15 reconstruction units.

Strategy 1.3: Fund volunteer home repair and exterior façade programs and organizations such as “Paint Your Heart Out Shreveport”, “Porch Project”, and “World Changers” as well as handicapped accessibility projects.

Performance Goal: Provide assistance for 425 homes.

Strategy 1.4: Provide resources to repair, perform maintenance, and secure real estate assets owned and acquired by the City

Performance Goal: Maintain, upkeep, and improve the condition of the City real estate owned assets.

Objective 2: Increase the viability for potential homeownership opportunities.

Strategy 2.1: Provide down-payment, closing cost and principal reduction assistance to low-income homebuyers.

Performance Goal: 150 households assisted.

Strategy 2.2: Support the development of new construction or lease/purchase units and programs to expand homeownership opportunities.

Performance Goal: 50 households/units assisted.

Strategy 2.3: Work with the Shreveport Housing Authority to identify homeownership opportunities through subsidized funds.

Performance Goal: 15 households assisted.

Objective 3: Increase the number of newly constructed homes available on the affordable housing market in Shreveport

Strategy 3.1: Continue to acquire vacant and/or adjudicated lots to increase housing availability in low-income communities.

Performance Goal 1: Acquire 100 lots for affordable housing.

Strategy 3.2: Provide funding for the development of affordable housing for home ownership and renters.

Performance Goal 1: 50 Homeownership units

Performance Goal 2: 250 Rental units

Strategy 3.3: Provide funding for housing infrastructure improvements.

Performance Goal: Fund housing infrastructure in support of housing and neighborhood stability in two Home Ownership Zones.

Strategy 3.4: Expand the Home Ownership Zone Initiative in other targeted areas in the city.

Performance Goal: Expand the Home Ownership Zone concept into two additional targeted neighborhoods.

Objective 4: Improve the condition of housing for low-income renters and home owners through regulatory changes.

Strategy 4.1: Develop and adopt a local Fair Housing Ordinance.

Performance Goal: Assist City Attorney with the development of a local Fair Housing Ordinance and initiate City Council adoption.

Strategy 4.2: Create and implement a program to support residents impacted by Property Standards actions as it relates to housing.

Performance Goal: Implement a housing diversionary pilot program within areas targeted for CDBG funding. Program will provide support to 10 tenants residing in substandard housing and living in units slated for demolition due to property standards action.

Objective 5: Strengthen the capacity of non-profit and faith based housing developers to build affordable housing.

Strategy 5.1: Provide funding for rental or homeownership activities from which CHDOs and other nonprofit agencies can make affordable houses available to low-income residents.

Performance Goal: Assist four (4) organizations and support forty (40) units of new construction home ownership units over the five year period utilizing CHDO set aside and operating funds.

Strategy 5.2: Involve a collaboration of community partners to address housing issues.

Performance Goal: Create a housing council and Community Development Advisory Task Force.

Non-housing Community Development Plan

Table 2B, on the following page, prioritizes Non-housing Community Development needs as provided through the results of the survey and previous priorities detailed in earlier Consolidated Plans. The dollars needed to address the identified priorities are drawn from the previous Consolidated Plan without substantial back up from engineering studies or extensive cost estimation.

Needs identified for non-housing community development spans a range of issues from social services to economic development initiatives. Included in this category are public facilities, small business assistance, support to persons affected by code enforcement actions, senior and special needs services, accessibility, and youth and children programming, and substance abuse services.

In order to make any real impact on non-housing community development issues, the City of Shreveport should continue its ongoing planning approach that identifies target areas into which funding and a coordinated revitalization effort can be concentrated, such as the Home Ownership Zone Initiative. This targeted approach, when operated at an individual neighborhood level, concentrates the effects of the projects and dollars invested, providing a more noticeable impact on neighborhood conditions. A series of planning projects completed over just a few years can render a much more visible set of CBDG and HOME program accomplishments.

The following goals, objectives, and strategies attempt to address pressing issues related to non-housing community development. They attempt to direct efforts in a broad range of issues, each of which has an impact on community conditions and the City's overall success in bringing about improvements to its neighborhoods.

Non Housing Community Development Needs

Goal: Improve living conditions in Shreveport by addressing non-housing community development needs.

Objective 1: Support a public facility project in the CDBG targeted areas in Shreveport and underdeveloped areas.

Strategy 1.1: Support the improvement of a public facility.

Performance Goal: Support one (2) projects.

Objective 2 Alleviate the dangerous eyesores in the neighborhood, and make vacant property more attractive, safer and secure.

Strategy 2.2

.

Performance Goal: Board-up five (25) properties

Objective 3: Expand job creation opportunities by supporting businesses and individuals engaged in economic development activities.

Strategy 3.1

Provide direct financial and technical assistance to micro enterprises/micro credit to enable them to create jobs for low-to-moderate income persons

Performance Goal 1: Assist micro enterprise businesses to create twenty five (25) jobs.

Performance Goal 2: Assist micro credit entities or individuals to create twenty five (25) jobs.

Performance Goal 3: Assist small businesses to create twenty five (25) jobs.

Strategy 3.2

Create opportunities to provide a full range of business assistance services for new and expanding businesses and entrepreneurs.

Performance Goal: Identify one business incubator projects for funding.

Strategy 3.3

To partner with local lending institutions to create credit enhancement tools such as a loan loss reserve fund, interest rate buy downs, and loan guarantees to promote business opportunities in targeted neighborhoods.

Performance Goal: Create, expand, or improve twenty five (25) businesses in targeted neighborhoods.

Objective 4: Create increased access financing for small businesses.

Strategy 4.1

Establish relationships with professionals that interface with small businesses and create a referral base that will generate leads. They will be referred to Grow Shreveport for SBA guaranteed loans.

Performance Goal: Make twenty five (25) loans.

Objective 5: Expand Small Business Technical Assistance Programs:

Strategy 5.1

Provide an affordable and professional work space for home-based businesses and appropriate technical assistance to support business growth.

Performance Goal: Develop and implement guidelines for how the incubator will be managed and services to be delivered. Assist fifty (50) businesses.

Strategy 5:2

Offer three classes: Introduction to Business, Marketing and Financial Management

Performance Goal: Educate 100 individuals

Objective 6: Help restore the quality of life and housing conditions in low income neighborhoods.

Strategy 6.1

Utilize the talents of young adults, 16-24 years of age, to help rebuild their communities and their lives through leadership development, occupational skills training and housing construction.

Performance Goal: Assist twenty (20) high school youth dropouts, ages 16-24, to obtain a high school diploma or GED, enhance their earning potential and improve the housing stock of three (3) low income homeowners.

Objective 7: Increase the livability of the citizens by becoming a healthy and active community.

Strategy 7.1

Design programs to create urban gardens, tackle overweight and obesity in children and encourage citizens to participate in recreational activities.

Performance Goal:

Antipoverty Strategy

Goal: Reduce the size of the impoverished population in the City of Shreveport.

Objective 1: Expand job opportunities in Shreveport.

Strategies:

1. Work with local entrepreneurs to stimulate business development in targeted neighborhoods.
2. Work to attract corporate relocations/expansions into Shreveport to increase the total number of available jobs.
3. Work with local business leaders to assess the needs that businesses operating in Shreveport are experiencing.

Objective 2: Enhance efforts to ensure that the workforce is trained to meet the occupation demands of local employers.

Strategy:

1. Promote Workforce Investment Act (WIA) program among neighborhood associations and community-based organizations.
2. Promote workforce development programs offered by local universities and colleges.
3. Promote existing General Education Development (GED) programs that work with adults who have not earned their high school diplomas

Table 2B Priority Community Development Needs	Priority Need Level High, Medium, Low, No Such Need	Estimated Dollars Needed To Address
Public Facility Needs		
Senior Center	H	\$50,000
Youth Centers	H	\$100,000
Neighborhood Facilities	M	\$100,000
Child Care Centers	H	\$100,000
Parks and/or Recreation Facilities	M	\$100,000
Health Facilities	M	\$100,000
Parking Facilities	N	\$0
Other Public Facilities	L	\$10,000
Infrastructure Improvement		
Solid Waste Disposal Improvements	N	\$0
Flood Drain Improvements	H	\$1,000,000
Water Improvements	M	\$2,000,000
Street Improvements	H	\$1,000,000
Sidewalk Improvements	M	\$1,500,000
Sewer Improvements	M	\$1,000,000
Asbestos Removal	N	\$0
Other Infrastructure Improvement Needs	N	\$0
Public Service Needs		
Senior Services	H	\$50,000
Handicapped Services	H	\$20,000
Youth Services	H	\$50,000
Transportation Services	H	\$10,000
Substance Abuse Services	H	\$50,000
Employment Training	H	\$1,000,000
Crime Awareness	H	\$50,000
Fair Housing Counseling	M	\$10,000
Tenant/Landlord Counseling	M	\$10,000
Child Care Services	H	\$80,000
Health Services	H	\$100,000
Other Public Service Needs	L	\$1,000
Accessibility Needs		
Accessibility Needs	M	\$1,000,000
Historic Preservation Needs		
Residential Historic Preservation Needs	M	\$10,000
Non-Residential Historic Preservation Needs	L	\$5,000
Economic Development Needs		
Commercial-Industrial Rehabilitation	M	\$50,000
Commercial-Industrial Infrastructure	L	\$0
Other Commercial-Industrial Improvements	L	\$0
Micro-Business	M	\$70,000
Other Businesses	L	\$10,000
Technical Assistance	M	\$20,000
Other Economic Development Needs	N	\$0
Other Community Development Needs		
Energy Efficiency Improvements	H	\$100,000
Lead-Based Paint Hazards	M	\$100,000
Code Enforcement	H	\$200,000
Planning		
Planning	H	\$180,000
Total Estimated Dollars to Address		\$9,236,000

Barriers to Affordable Housing

Affordable housing development in Shreveport has been hindered in recent years due to the high cost of labor and land. Efforts have been put forth designed to acquire vacant lots and return them to affordable housing production. Builders, though, have indicated that their hardest problem to overcome is finding qualified buyers for units that have been or are being built. Community Support Programs is working around that issue through the development of a lease/purchase program for a new housing development that they are completing in conjunction with a for-profit developer. Residents of the housing development will have the option of purchasing their home at some point in the future, with a portion of their rent payments credited toward the cost of the home.

Goal: Address barriers to affordable housing development and availability in order to reduce the cost burden on low and moderate-income residents.

Strategies:

1. Fully implement the strategy to return adjudicated vacant lots to affordable housing production to provide a pipeline of lots to non-profits for development.
2. Expand homebuyer education and credit repair classes to increase the stream of qualified homebuyers entering the housing market.
3. Work with Community Partners to develop a widely accessible lease/purchase program that could help builders find buyers for affordable homes.

Lead-based Paint Hazards

The City continues to work in the community to identify, test, and abate lead-based paint hazards in housing where young children may be present. However, there is very limited funding currently available for this effort. The City of Shreveport last received funding to address lead-based paint hazards in 1996, when they were awarded \$1.142 million to provide for testing, abatement, training, and educational awareness. Since that grant was closed out, the City has been unsuccessful in its applications submitted to the State and Federal government agencies for additional funding to continue those efforts.

The City has continued its efforts to expand the stock of housing free of lead-based paint hazards through rehabilitation, reconstruction, and new construction efforts. Potential lead-based paint hazards encountered in the rehabilitation programs operated by the City are referred for testing and abatement. New construction and reconstruction efforts provide affordable housing units that do not have any exposure to lead-based paint.

The Shreveport Housing Authority (SHA) also provides testing for lead-based paint during modernization efforts. The housing authority's comprehensive modernization program is working to address all public housing units in its inventory. Through these efforts, all public housing units should be free of lead hazards upon completion of all modernization efforts. SHA conducts their lead-based paint efforts as recommended in *Guidelines for Evaluation and Control of Lead-Based Paint in Public Housing*.

Goal: Increase the inventory of lead safe housing units.

Strategies:

1. Continue to meet HUD lead-based paint abatement standards in housing rehabilitation programs.
2. Identify additional funding to perform abatement on pre 1978 housing in the target census tracts and perform abatement to reduce affected units by 10 percent during the five year period ending December 2013 based on current estimates of lead-based paint affected units.
3. Seek funding as it becomes available to provide testing and abatement of lead-based paint hazards in single-family housing where young children are present.
4. Expand the stock of lead safe housing units through housing initiatives.
5. Seek funding as it becomes available to provide for testing, abatement, training, and educational awareness.

Anti-Poverty Strategy

The City of Shreveport and the Shreveport Housing Authority fund, sponsor, or operate a number of programs designed to address the needs of families living in poverty and assist them in their efforts to escape poverty status. These programs include business and workforce development, GED tutoring, childcare facilities, head start centers, after school programs, and housing assistance.

Goal: Reduce the size of the impoverished population in the City of Shreveport.

Objective 1: Expand job opportunities in Shreveport.

Strategies:

1. Work with local entrepreneurs to stimulate business development in targeted neighborhoods.
2. Work to attract corporate relocations/expansions into Shreveport to increase the total number of available jobs.
3. Work with local business leaders to assess the needs that businesses operating in Shreveport are experiencing.

Objective 2: Enhance efforts to ensure that the workforce is trained to meet the occupation demands of local employers.

Strategy:

4. Promote Workforce Investment Act (WIA) program among neighborhood associations and community-based organizations.

5. Promote workforce development programs offered by local universities and colleges.
6. Promote existing General Education Development (GED) programs that work with adults who have not earned their high school diplomas

Institutional Structure

1. The Department of Community Development of the City of Shreveport will implement the housing and community development plan offered by the Consolidated Plan. The Department Director and Mayor provide oversight for the Department. An independent advisory council provides direction in the selection of projects to be funded with federal community development funds. The advisory council is made up of individuals who have been asked to assist in the selection process and bring a variety of private sector skills to the task, without connections to applicant agencies.

A collection of non-profit organizations work with the City of Shreveport, addressing a variety of social needs such as affordable housing, homelessness, special needs populations, childcare, and education. These agencies work under their own charters, providing the services that meet their own agenda. City involvement with these organizations includes attendance at coalition meetings and the funding of projects that are eligible for Community Development Block Grant, HOME, and Emergency Solutions Grant funds.

Private industry participation in housing and community development activities includes the construction of new multifamily developments, lenders that service loans for first time homebuyer program participants, home repair contractors, and other companies with a stake in the future of Shreveport. These companies work with non-profit organizations working

in community development efforts, providing the construction and financing expertise needed for completion of the projects. Local companies have also worked with non-profit agencies through donations of time and money.

2. The Shreveport Housing Authority is a quasi-governmental agency, commissioned by the City of Shreveport and operated semi-autonomously. The Mayor of Shreveport appoints Commission members, who serve 2-year terms. The City of Shreveport provides support for the Housing Authority through review and endorsement of the Comprehensive Grant Program and other programmatic efforts. As with any other developer, the Housing Authority must meet building and zoning code requirements of the City of Shreveport. The City will work with the Housing Authority on any specific zoning change requests required to meet the goals of the Shreveport Housing Authority.
3. The City of Shreveport is constantly evaluating its role in community development efforts and in addressing unmet needs within the community. Given the extent of the need and limitations on funding available to address those needs, the identification of potential projects is not difficult. The difficulty lies in trying to prioritize between the competing needs. While this planning document provides the City with guidance in that process, the overwhelming need within the highest priorities quickly drain all resources available.

Goal: Identify and address gaps in the institutional structure for the implementation of the housing and community development plan.

Strategies:

1. Work with non-profit organizations to address community needs and provide support to federal and non-federal funding initiatives.
2. Work with private industry to address important issues that hamper housing and community development efforts.
3. Identify opportunities to create private/public partnerships for project finance and development to leverage federal funds.
4. Create networking opportunities through a housing roundtable that provides opportunities for City staff to interact with all sectors of the housing industry.

Coordination

The City of Shreveport meets regularly with non-profit service providers, faith-based organizations, the Shreveport Housing Authority, educational institutions, other government entities, and various agencies and organizations to ensure that the needs of the community are addressed. The City serves as a conduit to enable non-profits and faith-based organization to stay abreast of the training and conferences being offered that will enhance the delivery of their services. In addition, staff members are available to assist fledgling non-profits to become chartered 501(c)3 agencies. The city will continue to strengthen existing relationships and build new relationships with private and public organizations, social service agencies, neighborhood associations, and the faith-based community, and attend meetings of other organizations promoting community development.

Goal: Improve coordination efforts between the City and other agencies and organizations committed to the improvement of housing and community development services in Shreveport.

Strategies:

1. Expand participation with various agencies and organizations in order to implement the Consolidated Strategy Plan.
2. Initiate a housing roundtable that brings together participants from all sectors of the housing industry, including non-profit and for-profit builders, financial institutions, community activists, appraisers, and insurance representatives, to discuss relevant topics and provide an opportunity for participants to network within the industry.

Public Housing Resident Initiatives

The Shreveport Housing Authority (SHA) sponsors Resident Associations for each public housing development in its inventory. These associations are operated in an effort to bring residents into the management process of the developments. In the past, some of these organizations have taken a leadership role in policing their developments to rid the area of drug and gang related activities.

The Shreveport Housing Authority will complete the substantial rehabilitation of 124 affordable rental housing units to benefit low income families/individuals. . SHA has plans for the submission of a HOPE VI grant application in the current fiscal year.

SHA maintains a wide range of programs and services offered to tenants. These include after school activities for children, including reading and mentoring programs, scout troops for girls and boys, sports leagues, a head start program, and a bible study. SHA also operates a Family Self-Sufficiency Program for public housing and Section 8 residents and participates in a homebuyers program.

First Year Action Plan

Executive Summary

As set forth in 24 CFR Part 91, the U.S. Department of Housing and Urban Development (HUD) requires jurisdictions to incorporate their planning and application requirements into one plan called the Consolidated Strategy Plan. A Consolidated Plan was prepared for federal fiscal years 2014 - 2018. An Annual Action Plan must be prepared for each year of the Consolidated Strategy Plan. This is the first Annual Action Plan to be submitted under the new Consolidated Strategy Plan.

The City's proposed allocation for FY 2014 consists of a total \$2,607,738 in projected support from the following programs: (1) Community Development Block Grant (CDBG) - \$1,764,325; (2) HOME Investment Partnerships (HOME) - \$712,912; and (3) Emergency Solutions Grant (ESG) - \$130,501. The City anticipates \$122,100 in CDBG and \$393,000 in HOME program income.

The activities and programs described in the Annual Action Plan are aligned with the Strategic Plan, as outlined in the Consolidated Plan. The 2014 program year will place considerable emphasis on targeting specific neighborhood revitalization areas and leveraging entitlement funds.

The following is the proposed FY 2014 Annual Action Plan, which identifies the method of distributing HUD funds and outlines the City's overall housing and community development needs and strategies.

2014 Entitlement and PI Summary

The following is a summary of 2014 entitlement allocations and general program uses for CDBG, HOME, and ESG.

2014 CDBG Allocation	Amount
Administration	\$ 352,865
Project Delivery Cost	\$ 276,175
Special Projects/Public Facility:	\$ 200,000
1. Choice Neighborhoods (pre-development cost)	\$ 25,000
2. Artistic Board-Up	\$ 25,000
3. Triage (Phase II)	\$ 150,000
Public Service	\$112,549
Housing Projects:	\$ 822,736
1. Emergency Repairs	275,600
2. Paint Your Heart Out	402,136
3. World Changers	60,000
4. Handicap Accessibility	70,000
5. Property Management	15,000
Total	\$1,764,325

2013 HOME Allocation	Amount
Administration	\$ 71,291
Project Delivery Cost	\$ 80,700
CHDO Set-Aside	\$ 106,951
CHDO Operating	\$ 36,000
HOME Housing Projects:	\$ 417,970
1. Home Ownership Assistance/HAPPI	\$ 417,970
Total	\$ 712,912

2013 ESG Allocation	Amount
Administration	\$ 9,787
Emergency Shelters	50,230
Street Outreach – Essential Services	22,198
HMIS	3,000
Rapid Re-Housing	30,891
Homelessness Prevention	14,395
Total	\$130,501

Program income and its uses for 2013 are listed below.

CDBG Program Income	Amount
Porch Project	\$ 22,100
Concordia Place (Pre-Development)	\$ 100,000
Total	\$ 122,100

HOME Program Income	Amount
Reconstruction	\$ 393,000
Total	\$ 393,000

Geographic Distribution

The proposed allocation of funds is based on federal funding requirements for each formula-allocated grant. Areas of low to moderate-income concentration and certain areas of high minority concentration are targeted. Areas of low homeownership and deteriorating housing conditions were also considered in our targeting process. Those individuals or families participating in the HAPPI program can purchase a home in one of the targeted neighborhoods.

The City of Shreveport has nineteen (19) target neighborhoods: Allendale, Lakeside, Queensborough, Ingleside, Mooretown, Ledbetter Heights, Stoner Hill, MLK, Cedar Grove, Caddo Heights, Cherokee Park, Greenwood Acres, Highland, Hollywood, Reisor, Solo Hood, Sunset Acres, Waterside, and Werner Park. The majority of the HOME and CDBG funds will be targeted in these areas.

HOME CHDO set-aside funds will be distributed on a competitive basis. CHDO operating funds will be made available to those CHDOs developing projects utilizing HOME funds.

Activities to be Undertaken

The City of Shreveport will undertake a broad range of eligible activities in housing, capital improvement, public facilities, economic development, and human services to improve the quality of life of its low and very low-income citizens. The FY 2014 program year will include entitlement funds, program income, and other federal and non-federal resources.

The majority of the recipients of CDBG and HOME funds will be families at or below 80 percent of the area median income. The ESG income level is at or below 30% of the area median income. Entitlement funds will be targeted with

programs that serve participants in the target areas. Forgivable loans are given to persons who meet 50 to 80 percent of the area's median income and persons with special needs for specified programs outside the target area. It is expected that all of the participants of the Paint Your Heart Out-Shreveport Program will be elderly or disabled and below 50 percent of the area's median income. The majority of persons receiving homeless assistance will have incomes at or below 30 percent of the area's median income.

If additional funding is made available, the City will provide financial assistance to assist Special Tax Credit Projects for affordable housing development to expand multi-family rental development projects and homeownership opportunities. Additionally, acquisition, soft costs and site development funds will be used for affordable housing development. Consideration for additional funding will be given upon completion of the pre-development phase.

Housing Activities:

Market Analysis will be conducted to analyze the redevelopment potential and areas of strength and weakness in each neighborhood via a housing and retail study and also aligned with HUD guidelines.

The City, in conjunction with its development partners, will develop *Heritage Place*, a 120 unit mix of townhouses and patio homes (including cottages).

In addition, the City partnering with Community Housing Development Organizations (CHDO's) and Community Based Development Organizations (CBDO's) will assist in the development of Homeownership opportunities.

Economic Development Activities:

The City has entered into a new partnership with National Development Council (NDC) to bring its highly acclaimed Grow America Fund to Shreveport, called *Grow Shreveport Fund*. This is an economic development bank and Community Development Financial Institution (CDFI) that makes SBA guaranteed loans for “job generating and community development project, with a focus on women and minority-owned businesses.”

The City entered into partnership with a local University and College to complete a business assessment of up to 10 (ten) businesses using business students from its undergraduate program. The results of the *Biz Core Camp ~ Small Business Assessment Intern Project*, will be the foundation of a new curriculum/small business program (*Business Incubator*) to be operated out of the Jewella Whitehouse Empowerment Center. The Incubator will provide an affordable and professional work space for home-based businesses and appropriate technical assistance to support business growth.

One of the City’s long running business skills program, BEST, has been revamped and redesigned in an attempt to better serve the needs of new, established, and aspiring business owners. The concentration will now be on the challenging aspects of running a business, marketing and financial management, and meeting the needs of aspiring, new, and established small business owners, especially for working adults.

Homeless Facilities and Services:

Emergency Solutions Grant (ESG) funds are available for five program components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and data collection through the Homeless

Management Information System or HMIS. Homeless projects will be located citywide.

Public Improvements/Infrastructure

The City will assist with Phase II of a triage shelter for the homeless. The project, “HOPE’S Haven,” will consist of five primary parts designed to triage and prioritize the immediate needs of those who need to utilize the existing homeless system: (a) Coordinated Access Point; (b) Day Shelter Services; (c) Low Restrictions Shelter; (d) Street Outreach Services; and (e) Community-Wide Soup Kitchen.

Sprague Street Row House is a Victorian shotgun styled home that is listed under the National Registry of Historic Places, and located in the Ledbetter Heights community. The house will be renovated and repurposed for another use. This will be a partnership between the Department of Community Development and SPAR.

Public Service Activities:

The City will collaborate with partners to develop *Healthy Living Initiatives*. There will be a city-wide thrust to increase the livability of the citizens by becoming a healthy and active community. There will be urban gardens, programs designed to tackle overweight and obesity in children, and encourage citizens to take advantage of the recreational activities offered by the City. Each of these components must work together in a sustainable manner, guided by clear strategies and principles.

The City will aggressively seek funding for youth programs, through YouthBuild and other funding opportunities. YouthBuild grants are awarded through a competitive process. YouthBuild is a community-based alternative education

program for youth between the ages of 16 and 24 who are high school dropouts, adjudicated youth, youth aging out of foster care, youth with disabilities, and other at-risk youth populations.

Bank-On Shreveport is an initiative to connect or re-connect the un-banked to mainstream financial institutions and away from predatory lenders and check cashing businesses. Banks/credit unions agree to create or make widely available second chance checking and/or saving accounts. In exchange for their participation, banks/credit unions get Community Reinvestment Act (CRA) credits. The second chance accounts offer a new opportunity to individuals that have poor history with bank/credit unions and are listed in Chex systems.

Special Revitalization Projects:

The Northwest Louisiana Council of Governments (NLCOG) has partnered with the City and completed the *Choice Neighborhoods* Transformation Plan, targeting Allendale and Ledbetter Heights, two neighborhoods marked by high abandonment, urban decay, severe poverty, high crime, and unemployment. NLCOG and the City will strengthen connections with neighborhood social service providers and schools and undertake a comprehensive needs assessment to measure housing, neighborhood and socio-economic indicators to determine more areas for improvement. The City will now enter into the Implementation Phase.

The *Ledbetter Heights Initiative* will link housing development and economic development efforts to create positive synergy and take advantage of current development opportunities in the downtown district. The plan will also include detail strategies to improve landscaping, parks, infrastructure, and other public spaces. The plan focuses on primarily physical improvements, but addresses

other elements of community livability such as public safety, and social service delivery strategies.

The first phase of development will be centered around Millennium Studios. The city in conjunction with Millennium Studios has developed a conceptual plan for the first phase of development surrounding Millennium and adjacent areas. These projects include hotels, commercial and retail development, mix-income housing, improved infrastructure, parking and studio- ware housing. Millennium Studios proposes to build a variety of sets on a backlot, which can depict cities such as Los Angeles, New York, Chicago, etc. These cities will comprise an assortment of architectural styles that will be used for film making.

Other Community Development Needs:

The City plans to develop an Artistic Board-Up project, which will not only alleviate the dangerous eyesores in the neighborhood, but will make vacant property more attractive, safer and secure. The City is determined to help revitalize neighborhoods by providing cost effective solutions to the challenge of vacant property.

Although the City is responsible for the Consolidated Plan activities, a variety of public and non-profit organizations will be involved in administering components of the plan. The participating entities will be encouraged to leverage their own resources with other grant programs. Activities undertaken in FY 2014 will involve a network of entities focusing on addressing gaps in the delivery of services, housing programs, economic development, and human services programs, all of which will help combat blight and encourage neighborhood revitalization.

Federal, State and Local Resources

The City continues to apply for resources in support of the implementation of its community development programs. In addition to our HOME, CDBG, and ESG funds, the City relies on other federal and state resources for leveraging. The following are other grants currently received or represent applications for funding currently under consideration.

Low Income Housing Tax Credits – Private developers are encouraged to apply for state allocations of tax credit equity for affordable housing development and the proceeds from the syndication of tax credits will be used to leverage multifamily rental development projects.

Economic Development Initiative – In 2000, the City of Shreveport was awarded a \$2 million grant (the Economic Development Initiative) to provide economic opportunities for low to moderate-income persons. These funds will continue to be used to enhance economic development opportunities in the target areas until expended.

Lead Based Paint – the City will submit an application for Lead Based Paint funding. Funds will be used to provide mitigation assistance for housing impacted by lead based paint.

Choice Neighborhood Implementation Grant – If available, the City will apply for a Choice Neighborhood Implementation Grant. This grant is designed to support those communities that have undergone a comprehensive local planning process and are ready to implement their “Transformation Plan” to redevelop the neighborhood.

Youthbuild - If available, the City will apply for a YouthBuild Grant. The YouthBuild program engages low-income young people ages 16 to 24 to work

full-time for 6 to 24 months toward their GEDs or high school diplomas while learning job skills by building affordable housing in their communities.

Workforce Investment Act (WIA) – Funds are used to provide workforce investment activities that increase the employment, retention, and earnings of participants and increase occupational skill attainment by participants, which will improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of economically disadvantaged individuals.

Louisiana Jobs Employment Training Program (LAJET) Funding is provided from the Louisiana Workforce Commission for the LAJET Program. This activity will provide job readiness service for food stamp recipients. Clients will be engaged in testing, assessment and general classroom activities.

Other Resources

Other resources are expected to be made available to address the needs identified in this plan. Other State of Louisiana funding grants will also be sought. Private lenders will contribute significant leverage to the Homebuyer's Assistance Program Participation Initiative (HAPPI) Program, the City's Economic Development Initiative, and several multifamily projects slated for FY 2014.

Matching Requirements – the HOME and ESG Programs will be met with various resources ranging from in-kind donations and cash to volunteer labor.

Private Donations – The City is currently engaged in housing development efforts with several lending institutions. Private donations and in kind contributions are committed annually to the Paint Your Heart Out-Shreveport campaign.

Private Lenders – The City of Shreveport has partnerships with several lending institutions to provide permanent financing for first-time homebuyers whose incomes are at or below 80 percent of the area median income level.

Shreveport Home Mortgage Association (SHMA) – The City will be seeking opportunities to provide homebuyer assistance for first-time homebuyers.

City-owned and Adjudicated Property – The City will continue its emphasis on expropriating abandoned and adjudicated property and making property available for profit and non profit developers for affordable housing development.

Managing the Process

1. The City of Shreveport, Department of Community Development is the responsible entity for administering programs as outlined in the consolidated plan.
2. The consolidated plan was developed utilizing input from community meetings, outreach workshops, focus group sessions, surveys and interviews.

There was an attempt to reach a broad range of citizens in order to incorporate their comments into the planning process. Housing, homeless, and disability service providers, economic development organizations, real estate and finance professionals, non-profits organizations, and the community at large participated in the process.

Citizen Participation

1. This plan was developed using an effective citizen participation process in compliance with the regulations set forth in 24 CFR Part 91. A copy of the

comments that were received is incorporated into this document. The City's participation plan encourages and empowers citizens to participate in the development of viable urban programs. A notice of public hearings was published in the local newspaper. Three public hearings were held to obtain the views of citizens on housing and community development needs and the development of proposed activities.

2. The plan was made available for citizen comments or views on the plan for a thirty day period. There were no comments received.
3. It is the policy of the City of Shreveport to take reasonable steps to assist non-English speaking residents to be able to understand and participate in discussions that take place at public hearings, when a significant number of non-English speaking residents can reasonably be expected to attend.
4. Non-applicable

Procedures

- A. Anyone anticipating that the effectiveness of the public hearing will be significantly reduced because of English language limitations should contact the City of Shreveport, Department of Community Development as far in advance of the public hearing as possible.
 - B. At least 48 hours (two complete business days) advance notice is required.
- II. It is the policy of the City of Shreveport to provide citizens with reasonable advance notice of and opportunity to comment on proposed activities not previously included in the Consolidated Plan and any proposed deletion or other substantial change to the activities.

Institutional Structure

5. Work with non-profit organizations to address community needs and provide support to federal and non-federal funding initiatives.
6. Work with private industry to address important issues that hamper housing and community development efforts.
7. Identify opportunities to create private/public partnerships for project finance and development to leverage federal funds.
8. Create networking opportunities through a housing roundtable that provides opportunities for City staff to interact with all sectors of the housing industry.

Monitoring

The Department of Community Development views its monitoring responsibilities as an ongoing process, requiring continued communication, evaluation, and follow-up. The process involves frequent telephone contacts, written communications, an analysis of reports, audits, and periodic meetings with the sub-grantee. The Department's staff stay informed concerning compliance with program requirements and the extent to which technical assistance is needed.

The overriding goal of monitoring is to identify deficiencies and promote corrections in order to improve and reinforce performance. Deficiencies will be corrected through discussion, negotiation, or technical assistance. The three stages utilized for addressing problem areas are early identification of problems, intervention for more serious or persistent problems, and sanctions.

In selecting an area to review, the monitor will conduct an analysis to identify the specific program areas to review and the depth of the review. Certain types of activities will be selected as appropriate for monitoring.

The following are samples of areas that will be considered for monitoring:

- A. Compliance with regulations and contract requirements,
- B. Compliance with OMB circulars,
- C. Performance goals,
- D. Operating costs,
- E. Recordkeeping, and
- F. Utilization of minority business for purchasing and procurement.

It is essential that each review be adequately documented and that the documentation supports the conclusion reached. Each program will have a monitoring form or checklist. These forms and checklists will permit monitors to use their judgment in determining which specific issues will be covered in greater detail.

Preparation of On-Site Reviews

The monitor will review the following types of in-house data prior to the visit:

- A. Sub-recipient application for funding,
- B. Written agreement,
- C. Progress reports,
- D. Draw-down requests,
- E. Correspondences,
- F. Previous monitoring reviews, and
- G. Copies of any audits.

When conducting a monitoring visit, the following steps will be followed:

- Notification letter contacting sub-recipients to explain the purpose of the visit, to agree upon a date, and submit a formal notification letter,
- Meet with appropriate staff and explain the purpose, scope, and schedule of the visit,
- Review as necessary appropriate material generated which provides more detailed information on project description, budget, eligibility status, and national objectives,
- Review pertinent files for required documentation and verify the accuracy of information provided, particularly in the monthly report,
- Interview appropriate staff,
- Visit project sites for a sample of activities being monitored, and
- Hold an exit conference or other form of consultation to present preliminary conclusions resulting from the visit to assure that the conclusions are based on accurate information.

The standards and procedures that the City will use in monitoring activities under the Consolidated Plan will be incorporated into the City's existing monitoring procedures. Follow-up will occur as early as possible, particularly if there are major findings. In no case will the time between the last day of the visit and the date of the letter exceed thirty (30) calendar days.

In the event that the monitoring findings are not answered at the target date for corrective action, a telephone call, along with a follow-up letter, will be made and documented for the files. The follow-up will also identify and recognize successes. If the corrective action has not be satisfied within thirty (30) calendar days, a warning will be given in writing of the possible consequences of failure to comply as provided under the contract and applicable regulations.

When the responses have been received, the appropriate staff member will review the corrective action proposed or taken. The reviews will be completed within fifteen (15) calendar days. If the reviews indicate that the action was less than satisfactory, a letter will be sent which specifies needed additional action and the due date. The letter will have concurrence of the Director or staff responsible for the follow-up.

A new due date may be established subject to good faith efforts to resolve the finding. A follow-up may be necessary to verify corrective action or to provide the technical assistance when the findings are unable to be resolved or corrected. When the Department of Community Development determines that a corrective action is satisfactory, a letter will be sent stating that the finding is closed.

Lead-Based Paint

Goal: Increase the inventory of lead safe housing units.

Strategies:

6. Continue to meet HUD lead-based paint abatement standards in housing rehabilitation programs.
7. Identify additional funding to perform abatement on pre 1978 housing in the target census tracts and perform abatement to reduce affected units by 10 percent during the five year period ending December 2014 based on current estimates of lead-based paint affected units.
8. Seek funding as it becomes available to provide testing and abatement of lead-based paint hazards in single-family housing where young children are present.
9. Expand the stock of lead safe housing units through housing initiatives.

10. Seek funding as it becomes available to provide for testing, abatement, training, and educational awareness.

Housing

2014 Housing Project Details

Details for CDBG and HOME Program allocations for use in housing projects are provided below. Program Income not reflected in this listing.

CDBG HOUSING PROJECTS	AMOUNT
Emergency Home Repair	\$275,600
Façade Improvement:	
World Changes	\$ 60,000
Paint Your Heart Out	\$ 402,136
Handicap Accessibility	\$ 70,000
Property Management	\$ 15,000
Total	\$822,736

2014 HOME Housing Projects	Amount
Home Ownership Assistance/HAPPI	\$469,642
Total	\$469,642

Specific Housing Objectives

Goal: Improve the condition and availability of affordable housing.

Objective 1: Improve the condition of housing for low-income homeowners.

Strategy 1.1

Provide emergency repairs to homeowners with urgent repair needs.

Performance Goal: Provide assistance for 20 housing units.

Strategy 1.2

Provide funding for a reconstruction project for low-income homeowner.

Performance Goal: Fund 3 reconstruction units

Strategy 1.3

Fund volunteer home repair and exterior façade programs and organizations such as “Paint Your Heart Out Shreveport”, “Porch Project”, and “World Changers”, as well as handicapped accessibility projects.

Performance Goal: Assist 85 homes.

Strategy 1.4

Provide resources to repair, perform maintenance, and secure real estate assets owned and acquired by the City.

Performance Goal: Maintain, upkeep, and improve the condition of the City’s real estate owned assets.

Objective 2: Increase the viability for potential homeownership opportunities.

Strategy 2.1

Provide down-payment, closing cost and principal reduction assistance to low-income homebuyers.

Performance Goal: 30 households assisted

Strategy 2.2

Support the development of new construction or lease/purchase units and programs to expand homeownership opportunities.

Performance Goal: 15 households/units assisted.

Strategy 2.3

Work with the Shreveport Housing Authority to identify homeownership opportunities through subsidized funds.

Performance Goal: 02 households assisted

Objective 3: Increase the number of newly constructed homes available on the affordable housing market in Shreveport

Strategy 3.1

Continue to acquire vacant and/or adjudicated lots to increase housing availability in low-income communities.

Performance Goal: Acquire 20 lots.

Strategy 3.2

Provide funding for the development of affordable housing for homeownership and renters.

Performance Goal 1: 10 homeownership units

Performance Goal 2: 50 rental units

Strategy 3.3

Provide funding for housing infrastructure improvements,

Performance Goal: Provide funding for housing infrastructure in support of housing and neighborhood stability in two Home Ownership Zones.

Strategy 3.4

Expand the Home Ownership Zone Initiative in other targeted areas in the city.

Performance Goal: Expand the Home Ownership Zone concept into two additional targeted neighborhoods.

Objective 4: Improve the condition of housing for low-income renters and home owners through regulatory changes.

Strategy 4.1

Develop and adopt a local Fair Housing Ordinance

Performance Goal: Assist City Attorney with development of a local Fair Housing Ordinance and initiate City Council adoption.

Strategy 4.2

Create and implement a program to support the residents impacted by Property Standards actions as it relates to housing.

Performance Goal: Implement a housing diversionary pilot program within areas targeted for CDBG funding. Program will provide support to 2 tenants residing in substandard housing and living in units slated for demolition due to property standards action.

Objective 5: Strengthen the capacity of non-profit and faith based housing developers to build affordable housing.

Strategy 5.1

Provide funding for rental or homeownership activities to developers, CHDOs and other nonprofit agencies working to make affordable houses available to low-income residents.

Performance Goal: Assist one (1) organization and support eight (8) units of new construction home ownership housing through CHDO Set-aside and technical assistance operating funds.

Strategy 5.2

Involve a collaboration of community partners to address housing issues.

Performance Goal: Create a housing council and Community Development Advisory Task Force.

Needs of Public Housing

According to Public Housing's five-year plan, the City will collaborate with public housing and other partners to support initiatives in a range of programs focusing on job training, education, case management, affordable housing development, and ancillary support services such as HUD's Drug Elimination Grant Program.

The Shreveport Housing Authority has plans to:

- 1) Produce 300 units of affordable housing through public/private partnerships.
- 2) Modernize or redevelop 100% of existing public housing to market standards.
- 3) Create additional 100 affordable homeownership opportunities for lower-income families.

Barriers to Affordable Housing

Goal: Address barriers to affordable housing development and availability in order to reduce the cost burden on low and moderate-income residents.

Strategies:

4. Fully implement the strategy to return adjudicated vacant lots to affordable housing production to provide a pipeline of lots to non-profits for development.
5. Expand homebuyer education and credit repair classes to increase the stream of qualified homebuyers entering the housing market.
6. Work with Community Partners to develop a widely accessible lease/purchase program that could help builders find buyers for affordable homes.

Home/American Dream Down Payment Initiative (ADDI)

HOME Specific Requirements

The City of Shreveport has no other forms of investment than those that are described in Sec. 92.205(b) of this HOME Investment Partnership Act.

HOME Recapture Provisions:

The City of Shreveport will provide HOME assistance to develop homeownership opportunities for low income homebuyers and will impose recapture requirements on the housing. The HOME rule at 92.254(a)(5) establishes the recapture

requirements. HOME Participating Jurisdictions (PJs), herein referred to as (the city), must adhere to other requirements for all homebuyer activities. These provisions are imposed for the duration of the period of affordability on all HOME-assisted homebuyer projects through a written agreement with the homebuyer, and enforced via lien, deed restrictions, or covenants running with the land. The recapture provisions are triggered by any transfer of title, either voluntary or involuntary, during the established HOME period of affordability.

For HOME-assisted homebuyer unit under the recapture option, the period of affordability is based upon the *direct* HOME *subsidy* provided to the homebuyer that enabled the homebuyer to purchase the unit. Any HOME program income used to provide direct assistance to the homebuyer is included when determining the period of affordability.

The following table outlines the required minimum affordability periods.

If the total HOME investment (resale) or direct subsidy (recapture) in the unit is:	The period of Affordability is:
Under \$15,000	5 years
Between \$15,000 and \$40,000	10 years
Over \$40,000	15 years

The HOME recapture provisions established in 92.253(a)(5)(ii), permit the original homeowner to sell the property to any willing buyer during the period of affordability while the PJ is able to recapture all or portion of the HOME assistance provided to the original homebuyer.

The city has chosen the option to allow the homebuyer to retain all appreciation.

The city will reduce the amount of direct HOME subsidy on a pro-rata basis for

the time the homebuyer has owned and occupied the housing, measured against the required affordability period. The resulting ratio would be used to determine how much of the direct HOME subsidy the city would recapture. The pro rata amount recaptured by the city cannot exceed what is available from net proceeds.

The formula that will be used to determine the pro rata amount recaptured by the city:

- Divide the number of years the homebuyer occupied the home by the period of affordability;
- Multiply the resulting figure by the total amount of direct HOME subsidy originally provided to the homebuyer.

In the event there are insufficient net proceeds available at sale to recapture the full pro rata amount due, the city is not required to repay the difference between the prorated direct HOME subsidy and the amount the city is able to recapture from available net proceeds.

Affirmative Marketing Plan – The City of Shreveport, through a coordinated effort with other organizations, is committed to the goals of affirmative marketing and fair housing. The following steps will be taken:

1. Inform the public, potential tenants, and owners about federal fair housing laws and affirmative marketing policies;
2. Place news releases in the Shreveport Times and Sun promoting fair housing;
3. Produce and utilize print and electronic media advertisements and public service announcements to spread public information on fair housing;
4. Conduct fair housing workshops and seminars for the public;

5. Conduct fair housing presentations and seminars to the local Board of Realtors, lenders, and property owners;
6. Conduct a study to determine Impediments to Fair Housing;
7. Solicit bids and services from Minority Business Enterprises (MBE) and Women-owned Business Enterprises (WBE);
8. Maintain a directory of MBEs and WBEs;
9. Certify identified local and regional Disadvantaged Women and Minority Business Enterprises (W/M/DBEs), as required by federal funding sources and other local and regional entities;
10. Maintain and update a listing of W/M/DBEs for City purchasing and procurement and to be used as a W/M/DBE location tool for other city and regional office needs;
11. Expand the small business assistance program by encouraging the use of certified W/M/DBEs for work on federally funded and City-funded projects;
12. Report W/M/DBE participation to federal funding agencies for and through City departments;
13. Work with the Purchasing Department and the Fair Share Coordinator to track W/M/DBE participation percentages; and
14. Strengthen ties with the City's economic development initiatives as well as other local and regional economic development entities.

Multifamily Housing Refinancing – The City does not intend to use HOME funds to refinance existing debt secured by multifamily housing that is being rehabilitated with HOME funds. In addition, the funds will not be used to refinance multifamily loans made or insured by any federal program. The City is aware that HOME funds cannot be used to refinance multifamily loans made or insured by any federal program, including CDBG.

HOMELESS

Specific Homeless Prevention Elements

1. Funding for homeless programs in Shreveport is provided primarily through the Supportive Housing Program and the Emergency Solutions Grant. The city hopes to achieve the objective of reducing the number of homeless individuals and families living on the streets or in emergency shelters. Below is a summary of the components and related eligible costs:
 - **Street Outreach:** funds may cover costs related to essential services for necessary to reach out to unsheltered homeless persons (including emergency health or mental health care, engagement, case management, and services of special populations).
 - **Emergency Shelter:** funds may be used for renovation of emergency shelter facilities and the operation of those facilities, as well as services for the residents (including case management, child care, education, employment assistance and job training, legal, mental health, substance abuse treatment, transportation, and services for special populations).
 - **Homelessness Prevention** Funds may be used to provide housing relocation and stabilization services and short and/or medium-term

rental assistance necessary to prevent an individual or family from moving into an emergency shelter or another place.

- **Rapid Re-Housing Assistance:** funds may be used to provide housing relocation and stabilization services as necessary to help a homeless individual or family move as quickly as possible into permanent housing and achieve stability in that housing.
- **Housing Relocation and Stabilization Services:** ESG funds may be used to pay financial assistance to housing owners, utility companies and other third parties.
- **HMIS:** funds may be used to pay the costs for contributing data to the HMIS designated by the Continuum of Care for the area. Eligible activities include (computer hardware, software, or equipment, technical support, office space, salaries of operators, staff training costs, and participation fees).

2-4 Goals, Objectives and Strategies:

Goal: Facilitate an expansion of housing and supportive services offered to homeless families and individuals in Shreveport.

Objective 1: Continue to collaborate with homeless providers to supply a continuum of services.

Strategy 1.1

Support and encourage non-profit participation in a Homeless Management Information System (HMIS).

Performance Goal: Provide funding for licensing fee and collection of client data.

Objective 2: Support services aimed at the prevention and elimination of homelessness.

Strategy 2.1

Provide Emergency Solution Grant (ESG) funds to address the needs of homeless people in emergency or transitional shelters and to assist people to quickly regain stability in permanent housing after experiencing a housing crisis or homelessness.

Performance Goal: Assist 1000 individuals.

Strategy 2.2

Provide ESG funds for street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance and homeless management information system (HMIS).

Performance Goal: Assist 10 programs.

Objective 3: Support permanent supportive housing units available to homeless populations.

Strategy 3.1

Work with providers to develop additional permanent supportive housing units.

Performance Goal: Add (5) five permanent supportive housing units.

5. Discharge Coordination Policy

Homeless Discharge Coordination activities are carried out by HOPE for the Homeless, the Continuum of Care organization. HOPE does not receive ESG funds for this function.

HOPE was instrumental in the establishment of the Louisiana Advocacy Coalition for the Homeless (LACH). The agencies interface with correction officials and Department of Health and Hospitals (DHH)

leadership to initiate planning policies and procedures that will not release residents of state hospitals or correction facilities into homelessness.

Emergency Solutions Grants (ESG)

ESG funds are awarded to homeless providers on a competitive basis. The City will use the Request for Proposal process for selecting projects. Awards shall be based on an evaluation and ranking of individual project proposals. The City reserves the right to negotiate the final grant amounts and local match. Priority will be given to projects that are an integral part of the local Continuum of Care. An applicant may be disqualified from receiving an award if prior expenditures, audits, or monitoring reports indicate an inability to utilize program assistance on a timely basis.

COMMUNITY DEVELOPMENT

CDBG Program Specific Requirements

Shreveport's CDBG entitlement funds are earmarked to continue to provide effective programming, monitoring, and management of activities meeting the CDBG national objectives: (1) benefiting low to moderate-income individuals; (2) eliminating slum and blight; and (3) addressing urgent needs.

The City utilizes a Request for Proposal (RFP) process to solicit project for the upcoming fiscal year. Awards will be based on evaluation and ranking of individual project proposals. The City reserves the right to negotiate the final grant amounts and local match. Priority will be given to projects located in one of the 19 CDBG targeted areas. Large-scale economic development and housing projects are submitted on a request for proposals only basis and math or equity investments. An applicant may be disqualified from receiving an award if prior

expenditures, audits, or monitoring reports indicate an inability to utilize program assistance in a timely or effective basis.

Additional projects are determined based upon fulfilling the objectives outlined in the Consolidated Strategy Plan. The goal for 2014 is to improve the quality of life for low to moderate-income individuals and families by addressing specific problem areas, such as affordable housing, employment and job training, infrastructure, business development, homelessness, and public services.

The proposed CDBG entitlement for fiscal year 2014 is \$1,764,325. Funds will be used for, but not limited to, emergency repairs, housing projects, project delivery costs, business development, and administrative costs.

There have been no funds returned to the line-of-credit from which the planned use has not been included in a prior statement or plan. There was no income generated by a float-funded activity.

Non-housing Community Development Plan

Goal: Improve living conditions in Shreveport by addressing non-housing community development needs.

Objective 1: Support a public facility project in the CDBG targeted areas of Shreveport or an underdeveloped area.

Strategy 1.1

Support the improvement a public facility.

Performance Goal: Support one project.

Objective 2 Alleviate the dangerous eyesores in the neighborhood, and make vacant property more attractive, safer and secure.

Strategy 2.2

.

Performance Goal: Board-up five (5) properties

Objective 3: Expand job creation opportunities by supporting businesses and individuals engaged in economic development activities.

Strategy 3.1

Provide direct financial and technical assistance to micro enterprises/micro credit to enable them to create jobs for low-to-moderate income persons

Performance Goal 1: Assist micro enterprise businesses to create five (5) jobs.

Performance Goal 2: Assist micro credit entities or individuals to create five (5) jobs.

Performance Goal 3: Assist small businesses to create five (5) jobs.

Strategy 3.2

Create opportunities to provide a full range of business assistance services for new and expanding businesses and entrepreneurs.

Performance Goal: Identify one business incubator projects for funding in 2014.

Strategy 3.3

To partner with local lending institutions to create credit enhancement tools such as a loan loss reserve fund, interest rate buy downs, and loan guarantees to promote business opportunities in targeted neighborhoods.

Performance Goal: Create, expand, or improve five (5) businesses in targeted neighborhoods.

Objective 4: Create increased access financing for small businesses.

Strategy 4.1

Establish relationships with professionals that interface with small businesses and create a referral base that will generate leads. They will be referred to Grow Shreveport for SBA guaranteed loans.

Performance Goal: Make five (5) loans.

Objective 5: Expand Small Business Technical Assistance Programs:

Strategy 5.1

Provide an affordable and professional work space for home-based businesses and appropriate technical assistance to support business growth.

Performance Goal: Develop and implement guidelines for how the incubator will be managed and services to be delivered. Assist ten businesses.

Strategy 5:2

Offer three classes: Introduction to Business, Marketing and Financial Management

Performance Goal: Educate 20 individuals

Objective 6: Help restore the quality of life and housing conditions in low income neighborhoods.

Strategy 6.1

Utilize the talents of young adults, 16-24 years of age, to help rebuild their communities and their lives through leadership development, occupational skills training and housing construction.

Performance Goal: Assist twenty (20) high school youth dropouts, ages 16-24, to obtain a high school diploma or GED, enhance their earning potential and improve the housing stock of three (3) low income homeowners.

Objective 7: Increase the livability of the citizens by becoming a healthy and active community.

Strategy 7.1

Design programs to create urban gardens, tackle overweight and obesity in children and encourage citizens to participate in recreational activities.

Performance Goal:

Antipoverty Strategy

Goal: Reduce the size of the impoverished population in the City of Shreveport.

Objective 1: Expand job opportunities in Shreveport.

Strategies:

4. Work with local entrepreneurs to stimulate business development in targeted neighborhoods.

5. Work to attract corporate relocations/expansions into Shreveport to increase the total number of available jobs.
6. Work with local business leaders to assess the needs that businesses operating in Shreveport are experiencing.

Objective 2: Enhance efforts to ensure that the workforce is trained to meet the occupation demands of local employers.

Strategy:

7. Promote Workforce Investment Act (WIA) program among neighborhood associations and community-based organizations.
8. Promote workforce development programs offered by local universities and colleges.
9. Promote existing General Education Development (GED) programs that work with adults who have not earned their high school diplomas

Specific HOPWA Objectives

Non-Applicable

Multifamily Assisted Housing

Below is a list of all assisted multifamily housing in Shreveport.

Multifamily Assisted Housing In Shreveport			
Name	Address	City	Units
Booker T. Washington	610 Turner Lane	Shreveport, LA 71106	86
Brookwood Plaza	8930 Brookwood Drive	Shreveport, LA 71118	38
Brown Park Estates	P. O. Box 1117	Shreveport, LA 71163-1117	108
Canaan Towers Apartments*	400 N. Dale Avenue	Shreveport, LA 71101	100
Canaan Village Apartments	1915 Patzman	Shreveport, LA 71101	120
Cedar Hill Apartments	7401 St. Vincent Avenue	Shreveport, LA 71106	143
Champion Lake Apartments	3501 Champion Lake Blvd.	Shreveport, LA 71105	256
Clear Horizons	4305 Illinois	Shreveport, LA 71109	84
Cooper Road Plaza Apts.	2929 Peach Street	Shreveport, LA 71107	108
Country Club Marina	4223 Lakeshore Drive	Shreveport, LA 71109	247
Eden Gardens South	P. O. Box 1117	Shreveport, LA 71163-1117	77
Evangeline Foundation*	3875 Line Avenue	Shreveport, LA 71106	62
Fair Park Terrace	3401 Mertis	Shreveport, LA 71109	70
Fox Trail Apartments	7000 Red Fox Trail	Shreveport, LA 71129	144
Galilee Eden Gardens	1500 Park Avenue	Shreveport, LA 71103	51
Galilee Majestic Arms*	1525 Sycamore	Shreveport, LA 71103	75
Holy Cross Villas West*	9333 Normandie Drive	Shreveport, LA 71118	48
Jefferson Apartments (The)	907 Louisiana Avenue	Shreveport, LA 71101	69
A DPHC (C-BARC)*	351 Jordan Street	Shreveport, LA 71101	24
Lakeside Gardens	2440 Carrie	Shreveport, LA 71103	88
LaTierra Villa	6121 Tierra Drive	Shreveport, LA 71119	64
Montclair Park Assisted Living	9100 E. Kings Highway	Shreveport, LA 71115	50
New Zion	4345 Illinois Street	Shreveport, LA 71109	100
Northside Villa	P. O. Box 1117	Shreveport, LA 71163-1117	84
Northwood Apartments II	2000 Grimmet Drive	Shreveport, LA 71107	104
Park Place Manor	3231 Mertis Street	Shreveport, LA 71109	44
Pine Hill Estates	606 Commerce Street	Shreveport, LA 71163	110
Prince Village Apartments	2488 David Raines Road	Shreveport, LA 71107	60
Shreveport Downtown Apartments	719 Edwards Street	Shreveport, LA 71101	78

- Section 202 supportive housing for the elderly